



The University of Alaska Anchorage (“UAA”) invites applications and nominations for the position of Chancellor. The position reports to the President of the University of Alaska System.

The University of Alaska (UA) system of higher education was established in 1917. The UA system’s three universities (University of Alaska Anchorage, University of Alaska Fairbanks, and University of Alaska Southeast) are separately accredited institutions with 13 community campuses and extended learning centers across Alaska. The System Office implements the policy direction of the Board of Regents to meet the distributed and diverse needs for the State’s higher education.

With this profile, the Search Committee seeks to provide nominators and potential candidates with information about UAA, the position, and participation in the search.

About UAA

The University of Alaska Anchorage is a comprehensive, open-access, public university established on the ancestral lands of the Dena’ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples. UAA also serves as the largest university within the University of Alaska System, a multi-campus university that serves nearly 21,000 students each year with campuses in Soldotna, Kodiak, Palmer, Valdez, and Homer, in addition to the main Anchorage campus. The present university was created in 1987 following a statewide reorganization that merged the university with these community colleges. UAA has a vibrant history for a young institution; it has served the higher education needs of the communities of southcentral Alaska since the early 1950s.

Today, UAA is an open-access university with one of the broadest missions in higher education. UAA offers instruction ranging from adult basic education to graduate and professional education; it serves both traditional and non-traditional students. Through its centers and institutes, the university’s research and public service help Alaskans improve their health, public policy, education, training, businesses, economic development, and quality of life.



UAA is accredited by the Northwest Commission of Colleges and Universities (NWCCU). Many of the institute's academic programs have additional specialized accreditation from professional associations and other external entities. UAA is classified by the Carnegie Foundation for the Advancement of Teaching as a public Master's Colleges & Universities: Larger Programs, with a special classification for Community Engagement. Exceptional educational opportunities include undergraduate research, national and international exchanges, and study abroad programs. In 2020, Victory Media designated UAA a Military Friendly School for the twelfth consecutive year.

tion and fees 25%, a combination of auxiliaries, gifts, other sources 18%, and restricted grants and contracts 19%. Total grant awards have increased 13% since 2013.

Strategic Plan – UAA 2025

UAA successfully completed a comprehensive planning process in 2020. The **UAA 2025 Strategic Plan** provides a framework to define, communicate, and clarify expectations for our mission, vision, values, and shared goals. It builds on our strengths and focuses our attention and resources towards delivering tangible value. It is subject to the University of Alaska, Board of Regents approval in February 2021.

UAA's mission is to transform lives through teaching, research, community engagement, and creative expression in a diverse and inclusive environment. Serving students, the state, and communities of Southcentral Alaska, UAA is a comprehensive, open-access, public university established on the ancestral lands of the Dena'ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples.

UAA's vision is to be known as a university of distinction that transforms lives and communities.

The comprehensive planning process culminated in the identification of five fundamental aspirations:

We put students first.

UAA is a student-centered institution where students are retained, persist and graduate at increasing rates. We provide a high-quality, accessible, and affordable education. We have eliminated equity gaps in student learning and achievement. UAA core competencies for student learning: effective communication, creative and critical thinking, intercultural fluency, and personal, professional, and community responsibility are achieved.



We create a culture of equity and inclusion by embracing our diversity.

UAA students, faculty, and staff are diverse, and we are recognized for our commitment to diversity, equity, and inclusion. We foster an equitable learning community where everyone is welcome and enjoys a sense of belonging.

We embrace our role as a trusted and respected community partner.

UAA meets its community's needs and is viewed as vital to the well-being of our communities. UAA has deepened and expanded community engagement and, in so doing, is considered a university of first choice. Stakeholders recognize the value we contribute. We are agile, accessible, and sought out for our expertise.

We positively impact communities and the world through innovation.

UAA is a source of innovation, scholarship, creative activity, and ground-breaking discoveries. Our students and faculty increasingly engage in meaningful interdisciplinary research, and these experiences expand their collective knowledge and experience.

We accelerate excellence through continuous improvement.

UAA is known as a preferred employer that invests in its people. We have efficient services and administrative processes that effectively meet our students, employees, and external partners' needs.

To read more about the UAA 2025 planning process, please visit www.uaa.alaska.edu/about/initiative/uaa-2025/.

University Progression

It is truly an exciting time at UAA. The Anchorage campus offers a full complement of programs and courses in high-demand fields as well as liberal arts and sciences. Many courses are designed with the flexibility to accommodate students who work or have a family, simultaneously the campus offers a range of student success initiatives, clubs, organizations, and supporting infrastructure to attract more traditional students. The main campus features state-of-the-art research and teaching facilities in comparatively new science, health, and engineering buildings. The campus also boasts the 5,000 seat Alaska Airlines Center, home to Seawolf Athletics and where commencement, community concerts, trade shows, and conventions are held. Located upstairs on the Suite Level, the facility houses the Varsity Sports Grill, a place on campus for lunch or dinner.

The central location of the Alaska Airlines Center within the University district has made it an ideal facility to transition for medical uses given the global pandemic. UAA's campus is connected to 250 miles of trails where students, staff, and faculty can enjoy wooded seclusion, mountain vistas, and ocean views.





Campuses

In addition to Anchorage main campus, UAA has four community campuses: Kenai Peninsula College and its Kachemak Bay campus, Kodiak College, Matanuska-Susitna College, and Prince William Sound College.

Anchorage Campus

The Anchorage campus offers more than 100 degree and certificate programs, from certificates to doctoral degrees, in high-demand fields such as engineering, health, business, and the liberal arts and sciences. UAA career and technical education programs are closely aligned with Alaska's core industries, such as the culinary arts, aviation, oil, and gas. The UAA campus has an award-winning library that serves both UAA and the neighboring, private Alaska Pacific University. For an aerial tour of the campus, visit <https://youtu.be/G8dPedhBIWk>.

Kenai Peninsula College

Kenai Peninsula College (KPC) is located south of Anchorage at two campuses in Soldotna and Homer and extension sites in Anchorage and Seward. KPC delivers Associate of Arts and Associate of Applied Science degrees and courses leading to vocational certificates. Some courses leading to baccalaureate degrees can be obtained entirely at KPC. Several four-year degree programs are available at KPC via distance delivery through other UAA campuses.

Kodiak College

Kodiak College, located approximately 250 miles south of Anchorage on Kodiak Island, serves the city of Kodiak, its adjacent seven rural communities, and the nation's most extensive U.S. Coast Guard base. Kodiak College provides face-to-face and distance education courses leading to occupational endorsement and undergraduate certificates, associate and baccalaureate degrees, college preparatory developmental education, adult basic education, and GED preparation. The college also supports community-based instruction by providing tutoring, research, and testing for special interest, dual-credit high school/college-level courses, continuing professional education, vocational training, and workforce development.

Matanuska-Susitna College

Located approximately 40 miles north of Anchorage and about halfway between Wasilla and Palmer, Mat-Su College serves approximately 1,400 students per semester. The college houses a comprehensive library; science, computer, career, and technical labs; a student advising center that includes financial aid assistance, veterans services, and career and academic advising; a learning center; modern classrooms; and an art gallery for students and faculty shows. Mat-Su College is also home to the 520-seat Glenn Massay Theater, which hosts various events including plays, musicals, lectures, conferences, concerts, competitions, festivals, benefits, recitals, movie screenings, receptions, and more.



Prince William Sound College

Prince William Sound College (PWSC) serves the vast Valdez, Copper Basin, and Cordova regions. From its primary location in Valdez, about 300 miles southeast of Anchorage, PWSC provides access to various educational and training opportunities in a geographically rich, culturally diverse, and inclusive environment. PWSC plays a unique role in protecting the Prince William Sound ecosystem through its extensive Fishing Vessel Training and related safety and preparedness training opportunities.

Academics

UAA has approximately 557 regular faculty and 465 adjunct faculty housed within five academic colleges: the College of Arts and Sciences; the College of Business and Public Policy; the College of Engineering; the College of Health; and the Community and Technical College. Additionally, UAA supports a School of Education and a School of Nursing. UAA is devoted to undergraduate research through inquiry, discovery, and creativity across all disciplines and within a global community of scholars. By fostering inspired teaching and engaged student learning, UAA advances students' research and creative activities.



College of Arts and Sciences

UAA's College of Arts and Sciences (CAS) is the largest academic unit within the University of Alaska. It serves more than 8,500 students each semester in 37 different undergraduate degree programs as well as masters and Ph.D. programs. It offers 23 major areas of study and more than 20 minor areas of concentration--from chemistry to communications, from English to Alaska Native Studies. In addition, the School of Education is housed within CAS. It is home to more than 4,000 students and over 200 faculty, who work at the forefront of their fields. It is a premier college within the University of Alaska system. It offers a high-quality liberal arts education in a public university setting. Its student voices are inquisitive, interesting, and inspiring. Its faculty continue to engage with their students' ideas and to push academic boundaries.

School of Education

UAA's School of Education prepares educators and supports professionals' lifelong learning to embrace diversity and be intellectually and ethically strong, resilient, and passionate in their work with Alaska's learners, families, and communities. We support students pursuing undergraduate and advanced degree programs that are nationally accredited and nationally recognized.

College of Business and Public Policy

The UAA College of Business and Public Policy (CBPP) is a dynamic academic resource that serves and reflects Anchorage, which is Alaska's largest metropolitan community. Accredited by the Association to Advance Collegiate Schools of Business (AACSB), the College has an impressive faculty who bring a wide range of academic and industry expertise to students and community partners through a variety of undergraduate and graduate degree programs in business, economics, and public policy as well as several professional occupational endorsement and certificate programs. CBPP has taken an active role during the COVID-19 pandemic in terms of helping create opportunities for area industries and displaced workers and helping guide policy decisions at the State level.

College of Engineering

UAA's College of Engineering has grown nearly 400% over the last two decades. The college currently teaches more than 1,000 students, offers eight-degree programs, and grants associates, bachelors, and masters degrees in engineering, computer science, project management, and geomatics. The college graduates about 175 students per academic year, with the majority of these students achieving a Bachelors of Science. The college is poised to become globally prominent in research and education and is ranked #60 by US News for Best Undergraduate Engineering programs. The Engineering & Industry Building opened in September 2015, and the revitalization of the original building renamed the Engineering Computation Building, was completed in the Fall of 2016.

College of Health

The UAA College of Health is the University of Alaska's hub for academic programs and research related to health and social services. Through its 54 academic programs, its wide-ranging research initiatives, and strong community partnerships, the college has a pivotal role in training Alaska's future health and social services workforce, and in improving health and well-being across the state. The college currently teaches more than 2,280 students in programs at 13 UA campuses across Alaska and graduates approximately 950 students each academic year. The College of Health is the largest recipient of external funding at UAA and contains six specialized centers focusing on research, policy, and community development. The Health Sciences Building, which opened in 2011, features a state-of-the-art simulation center and a range of other specialized facilities for clinical education—many of which are unique in the state.

School of Nursing

UAA's School of Nursing (SON) prepares students for current and future roles in local, state, national, and global arenas. The mission of the SON is to promote the health and well-being of people and communities by fostering excellence and innovation in nursing education, research, and healthcare. The SON offers undergraduate programming in 15 different Alaska communities.

Community and Technical College

UAA's Community and Technical College provides pathways to a bright future through education. From diverse courses, programs, and services, Alaskans and others can choose a study program leading to an occupational endorsement, undergraduate certificate, associate, or bachelor's degree.

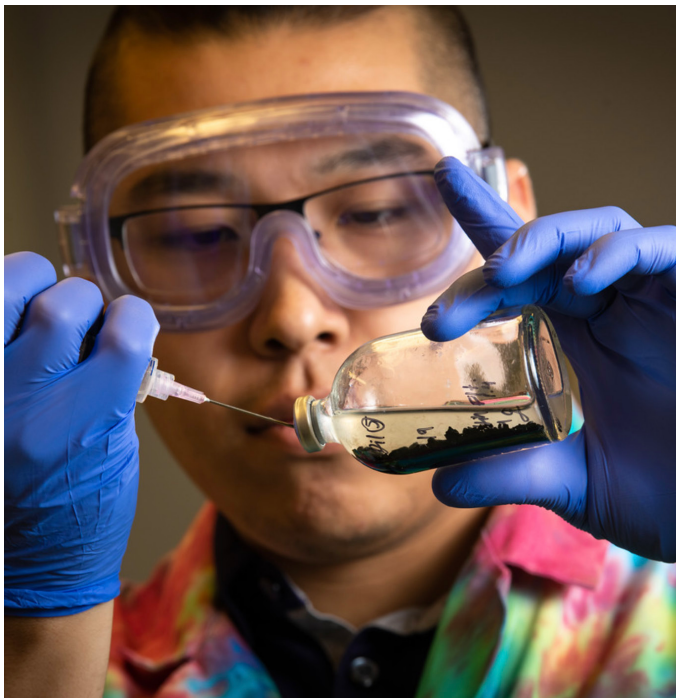
Furthering academic programming, the Honors College and Graduate School provide leadership and support students across each of the academic units mentioned above.

Honors College

UAA's Honors College administers, coordinates, and advances active learning and undergraduate research opportunities for students across the campus. In partnership with all of UAA's colleges, the Honors College helps students develop their leadership and academic skills to reach their full potential.

Graduate School

UAA's Graduate School manages and oversees graduate programs across all of the academic units. UAA offers nine doctoral and 23 Master's degree programs as well as nine graduate certificate programs. UAA offers cooperative/collaborative graduate programs with the University of Alaska Fairbanks, the University of Washington Medical School, Idaho State University, East Carolina University, and Creighton University.



Sponsored Research, Creative Activity, and Service

UAA is experiencing growth and enhancement in the research enterprise, creative works, service, and commercialization. UAA is pursuing a strategic approach to fostering, supporting, and expanding faculty and student efforts and commercialization by creating a climate of innovation and collaboration. The growth is observed through a trend of increasing awards and amounts awarded since 2010. UAA's research and service centers drive this progress. These include the Business Enterprise Institute, Arctic Domain Awareness Center, Alaska Area Health Education Center, Alaska Center for Conservation Science, Child Welfare Academy, Center for Human Development, Institute for Social and Economic Research, and others.

Further, UAA's portfolio of intellectual property and commercialization products continues to grow with annually awarded patents and continued engagement with two

start-up companies through Seawolf Holding companies. Our faculty and research centers have shown their rapid ability to adapt and serve during the COVID-19 pandemic. UAA has trained COVID-19 contact tracers throughout the State, developed and implemented the ability to measure COVID-19 in wastewater for Alaskan communities, created and provided testing of personal protective equipment (PPE) to first responders, and manufactured viral transport media to support clinical testing. UAA also helped manufacturing firms pivot to producing PPE, provided technical assistance to private firms to support the leveraging of CARES Act funding, and provided workshops and training to thousands of Alaska's small business owners. UAA was influential in providing support across all of Alaska during these challenging times.



Campus Life

Surrounded by urban life and wilderness, UAA is a gateway to innovative thinking, learning, and exploration. Community campuses are located in Kodiak, Mat-Su, Soldotna, and Valdez. Students at UAA come from Alaska's towns, cities, and rural communities, from all 50 states and U.S. territories, and over 30 countries. Alaska communities embrace the cultures, ethnicities, politics, experiences, and goals of a diverse group of people united by respect for others and a deep commitment to education.

Through many programs and activities, UAA students experience hands-on education in and out of the classroom. UAA encourages students to explore the array of resources and activities available to them through living on campus (Anchorage/Kenai/Valdez) and participating in clubs and organizations, student government, social and recreational activities, community service, recreational sports, and athletics.

Athletics

UAA Athletics serves our campus, our city, and the State of Alaska by fielding competitive NCAA teams in 13 sports and providing recreational opportunities for students, faculty, and staff. More importantly, UAA student-athletes, approximately 160, routinely perform at high academic levels, most recently recording a collective 3.38 GPA and 33 student-athletes recording perfect 4.0 marks for Fall 2020.

UAA is a proud member of the Great Northwest Athletic Conference (GNAC), Western Collegiate Hockey Association (WCHA), Mountain Pacific Sports Federation (MPSF), and Rocky Mountain Intercollegiate Ski Association. UAA athletics brings approximately 160 student-athletes from all over the world to participate in M/W basketball, M/W cross country, W gymnastics (Div I), M ice hockey (Div I), M/W skiing, M/W track & field, and W volleyball.

The Alaska Airlines Center, located on the UAA campus, is a 5,000 seat, nationally-recognized sports, and entertainment venue that serves the campus and community. Home to the majority of UAA sports and the athletic department offices, the Alaska Airlines Center serves as the largest, most recognized venue in the state.

Diversity, Equity, and Inclusion

UAA serves more than 2,000 Alaska Native, American Indian, and Native Hawaiian/Pacific Islander students. UAA graduates more than 250 Alaska Native/American Indian students each year in over twenty-five-degree programs. The Anchorage, Mat-Su, Kenai, Kodiak, and Prince William Sound campuses are located on the traditional homelands of the Dena'ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples.

UAA recognizes and values the diversity of its unique location in Southcentral Alaska. Anchorage is sometimes affectionately called “Alaska’s largest village” and has been identified as the city with the highest percentage of Alaska Natives and American Indians in the United States. As such, UAA offers a variety of Alaska Native programs, services, and opportunities.

UAA honors diverse experiences and perspectives — including differences in ideas, religion, gender, gender identity, sexual orientation, ethnicity, race, culture, nationality, age, disability, veteran, and socioeconomic status — and endeavors to create welcoming and inclusive learning environments where all are treated with respect. UAA strives to support its unique and diverse community by employing faculty who come from a myriad of different backgrounds. To watch a video featuring four faculty members who have found a home at UAA, visit <https://vimeo.com/140108716>.

UAA initiated a process to create a Diversity Action Plan in 2016. UAA recognizes the vital importance of having a Diversity and Inclusion Action Plan and believes that it will positively impact the University and the community. Alaska has a rich multicultural base, and our university’s student body reflects this. The goal is to create an approach that integrates all voices and constituencies to promote a platform for Diversity and Inclusion at UAA. The plan, led by the Chief Diversity Officer and due to be updated in 2021, will emphasize social inclusion and equity through purposeful involvement and engagement of the full range of campus and community stakeholders. These efforts will enhance the rich, diverse, and inclusive environment at UAA, a place where all are welcome and are encouraged to thrive.

At UAA, diversity, equity and inclusion are integral to excellence. Diversity maximizes our potential for creativity, innovation, educational excellence, and outstanding service to our communities.





About Anchorage

Anchorage has an ethnically diverse population of nearly 300,000, representing approximately 40 percent of the overall population of the state. The city is nestled between the Chugach Mountains and Cook Inlet and enjoys a moderate maritime climate. The average winter temperature is around 20 degrees, and the average summer temperature is around 70 degrees. On Summer Solstice, Anchorage has approximately 20 hours of daylight, and on Winter Solstice it has about five-and-a-half hours of daylight. The city offers easy access to state and national forests and parks, year-round outdoor recreation, and unsurpassed natural beauty.

exceptional quality of life. Anchorage residents have access to world-class arts, entertainment, fine dining, and recreational activities. A culturally diverse city, Anchorage is one of the 100 largest school districts in America, and more than 100 different languages are spoken here, including Hmong, Samoan, Filipino, and Yup'ik. Minority students comprise more than 50 percent of the student population.

Anchorage has a network of more than 250 miles of hiking, biking, skiing, and dog-mushing trails. The city also has more than 120 municipal parks. One of these is Kincaid Park, where major events are held—including national-level competitions for selecting the U.S. Olympic Teams for X-C. Further, the nearby community of Girdwood has a world-class alpine ski area and resort. Girdwood has also hosted National Alpine and University Ski Championships.

Outdoor enthusiasts enjoy downhill skiing and snowboarding, snowshoeing, ice skating, cross-country skiing, and ice hockey in the winter. In the summer, residents hike, fish, kayak, pick berries, mountain bike, bird-watch, run races, and climb mountains. Each year hundreds of concerts, plays, operas, and Broadway shows are performed. Anchorage is the home to the Anchorage Museum, the Anchorage Public Library, the Imaginarium Science Discovery Center, and the Alaska Native Heritage Center.

The Ted Stevens Anchorage International Airport is the largest in Alaska. It serves nearly five million passengers each year. It offers convenient flights to destinations in the Lower 48 and international destinations. The city is so strategically located that ninety-percent of the industrial world can reach Anchorage in less than 9.5 hours.



Role of the Chancellor

The Chancellor serves as the Chief Executive Officer of UAA and is responsible for all aspects of UAA administration as delegated by the President of the University of Alaska System and its Regents. The Chancellor will advance the mission, vision, and aspirations of UAA's 2025 Strategic Plan. The Chancellor will lead the University's administration of quality instruction, research, outreach, finance and operations, safety, philanthropy, advancement, and governance groups' engagement as well as fostering UAA's existing relationships and creating new opportunities for philanthropic and external research sponsorship.

The new Chancellor will serve as an ex-officio member of the University of Alaska Foundation and will be expected to support a comprehensive UA systemwide fundraising campaign by taking an active role in the campaign's outreach and fundraising efforts.



The new Chancellor will lead UAA at a crucial time in its history and be expected to chart a path forward. UAA is well-positioned for its next evolution and seeks a leader who can be both decisive and, simultaneously, committed to shared governance. The Chancellor will be expected to address immediate organizational needs while simultaneously advancing the aspirations of the UAA 2025 Strategic Plan through the following:

Achieving Financial Stability – UAA's new Chancellor will oversee the development of a fiscally sound budget that implements the final year of a three-year budget reduction. For context, the University of Alaska System faced a \$130 million overall reduction. In response, the Board of Regents arrived at a compact with the governor to implement the reduction over three years, with the reduction beginning in FY20. UAA's portion of the compact was \$30 million. In addition to ensuring the final year of this reduction is achieved, the new Chancellor will be expected to work with leaders across campus to identify and implement ways to diversify UAA's revenues to ensure that UAA fulfills its mission of transforming lives through teaching, research, community engagement, and creative expression in a diverse and inclusive environment. S/he must ensure that deficit spending does not occur and will have ultimate authority for establishing course, use, service, and administrative fees as well as the development of new sources of revenue. After nearly a decade of continual budget cuts due to the economic recession, UAA is poised to reinvent itself under new leadership. As the final year of prearranged cuts under the governor's compact concludes, we can see the light of a new dawn, but how quickly we are able to make that vision real will be determined by our next Chancellor.

Growing Student Enrollment – UAA's new Chancellor will be expected to emphasize recruitment and the student body's growth—including international and out-of-state students. The chancellor will seek to understand fully and propose solutions to address critical food insecurity, transportation, course availability, and mental health needs. As part of UAA's commitment to access, the Chancellor will seek to increase the options and offerings available to Alaska students to earn degrees and certificates while keeping down the cost of achieving those milestones. The Chancellor will direct the university's coordinated efforts toward increasing the number of new students in UAA's eLearning programs (online courses) and increasing its offerings online and in a hybrid format—all of this while maintaining a balance of on-campus student enrollments.



Ensuring Student Success – UAA’s new Chancellor will join an institution deeply committed to its students’ success and focused on increasing student enrollment, retention, and graduation. To that end, the Chancellor will be a driving force in leading an institution that improves entry-point experience to UAA, reduces institutional barriers, and implements proactive student outreach and advising.

Advancing Diversity, Equity, and Inclusion - UAA’s new Chancellor will support campus-wide diversity, equity, and inclusion efforts by celebrating the value diversity brings to the academic enterprise and UAA in particular. The Chancellor will carry forward current initiatives and communicate in various institutional and community settings the value and importance of diversity, equity, and inclusion. The Chancellor will also champion a learning environment where everyone feels welcomed and respected and where the different ways of knowing and enriching the learning experience are encouraged.

Engaging as a Trusted and Respected Community Partner – UAA’s new Chancellor will be expected to quickly earn the trust of external communities by developing relationships to bring UAA’s communities and campuses together. S/he will be responsible for building and maintaining external stakeholder relationships that are critical to the success of UAA. These relationships include, but are not limited to, community and corporate partners; local, state, and national policymakers; private donors; and other national and international university leaders.

Promoting Research, Innovation, and Creativity – UAA’s new Chancellor will encourage the continued advancement of UAA’s well-recognized research, innovation, and creativity. The Chancellor will serve as a visionary leader to increase faculty and student opportunities to engage in research that aligns with UAA’s areas of expertise and promotes a culture of research excellence. The successful candidate will also enhance and emphasize the many ways UAA staff, faculty, and students provide benefits as professionals to our shared communities.

Promoting an Attitude of Excellence – UAA’s new Chancellor will develop programs for the mentoring, support, and professional development of faculty and staff across all organization levels to ensure strong teams emerge. The Chancellor will model shared governance and transparency and will establish systems to advance employee engagement.

Qualifications and Characteristics

The successful candidate must have a clear vision for a comprehensive, open access, public university. Further, the successful candidate must have a proven record of achieving community and philanthropic support; a clear understanding and appreciation for shared governance; a demonstrated commitment to ethnic, cultural, and socio-economic diversity; and the ability to work effectively with a wide range of constituencies.

Simultaneously, our next Chancellor must be grounded in a leadership style that embraces transformational change. The higher education sector continues to face increasing competition, declining as well as diversifying student populations, and dwindling financial resources. Our next Chancellor will need to lead the institution through these changes in a way that increases overall staff and faculty engagement while simultaneously increasing our overall student enrollments, retention, and graduations.

Required Qualifications

- Significant senior-level leadership and administrative experience within an academic environment.
- At least a master's degree from an accredited institution, with an earned doctorate or other relevant terminal degree preferred.

Preferred Qualifications

Personal Competencies

- Proven broad leadership experiences with a large, complex, multi-functional organization. Ideally, broad university-based leadership experience that shows an appreciation for academic excellence.
- Demonstrated passion for and commitment to quality public higher education and the ability to establish a presence for an institution within its community.
- Demonstrated commitment to creating and supporting a student-centered learning environment. Experience exhibits a relentless commitment to student success.
- Established history of shared governance with a clear history of working effectively with internal higher-education constituencies, including students, faculty, staff, and administrators.
- Evidence of support for academic freedom and a commitment to transparent decision-making as well as a collaborative, consultative, and facilitative leadership style.
- Ability to establish and maintain a strong and trusting relationship, one of mutual respect and





open communications, with the University of Alaska President, Board of Regents as well as the UAF and UAS Chancellors.

- Confirmed courage to tackle difficult issues, while maintaining diplomacy and tact in order to build successful relationships with both internal and external constituents, including business and community leaders, legislators, state agencies, political groups, system-wide officials, community colleges, and research-funding agencies.
- Resilience and stamina with a leadership style characterized by enthusiasm, grace, confidence, charisma, critical listening, a positive sense of humor, and a deep sense of personal humility.
- Demonstrated persuasive writing, public speaking, and personal communication skills. Ability to instill trust, collegiality, and mutual respect with competing stakeholders. Cultivate and maintain relationships. Possess advanced interpersonal skills that model empathy, respect, listening, and cross-cultural skills.
- Tangible evidence of being deeply committed to fostering diversity, equity, and inclusion for all students, faculty, and staff. Similar evidence of supporting equity and inclusion across a community and/or region.

Core Business Competencies

- Possesses experience in leading and managing the resources (human and financial) of a complex organization. Experience leading a team of executives. Record of effective team builder, exhibiting an ability to circulate widely, listen, as well as motivate and empower others to be engaged.
- Proven ability to empower collaborative leaders who share accountability for strategic growth and examples of managing enterprise performance more deliberately.
- Exhibited understanding of the higher education business model including deep higher education budgeting and financial acumen. Clear evidence of success in addressing challenging financial pivots, e.g., reducing cost with minimal reduction of academic programs and student services.

- Demonstrated success and experience with developing institutional immediate, short-term, and visionary long-range plans inclusive of budgeting, resource allocation, and educational and facilities master planning.
- Proven experience developing and expanding new revenue streams across a diversified spectrum of sources. Evidence of effectively seeking resources from the corporate, foundation, and private donors in support of higher education. Experience with grants and contracts, technology transfer, and establishment of working partnerships with industry and governmental entities.
- Committed to data-informed decision-making and the use of technology to inform performance management. Making decisions in a fair and consistent manner, having the ability to communicate to mixed constituencies the reasons for decisions, as well as the need for change and continuous improvement.
- Demonstrated entrepreneurial mindset and the carrying out a vision showing non-traditional thinking.
- Record of cultivating excellence in customer service, and a commitment to continuous improvement throughout the entire organization.
- Understanding of and support for a decentralized leadership approach between the colleges and community campuses. Clearly striking a balance between the establishment of a common and shared vision, while simultaneously encouraging the maintenance of respective identities.
- Keen understanding of higher education best practices and emerging changes related to federal policy, legal requirements, regulatory demands, and collective bargaining, having relevant experience in navigating such topics and related issues.
- Proven ability to address the multiple labor and employment needs of a public institution including management, advocacy, and serving as a very visible and ever-present public face, particularly in challenging times (e.g. earthquakes, pandemics, etc.).
- Verified commitment to academic independence, shared governance, and faculty development. Proven ability to lead by means of collaboration and mutual respect.
- Exhibited experience with and appreciation for the integral role of research, service, and creative activity.
- Exhibited appreciation for the role of intercollegiate athletics focusing on integration with the campus and community, while encouraging academic excellence, sportsmanship, and success.
- Experience with establishing “innovative programming” to develop and launch offerings to student populations, from first-generation learners to corporate employees and adults pursuing retooling for career shifts.



Desired Attributes

An individual of distinction who can help the university transform lives and communities:

The next Chancellor will have demonstrated experience leading a broad, complex organization, communicating effectively and with transparency, instilling confidence, building morale, and providing stability to the UAA community.

The next Chancellor will be a skilled listener with an active campus presence, actively engaged with faculty, students, staff, alumni, and the diverse communities that surround and support UAA and its community campuses.

An individual who puts students first:

The next Chancellor will have the ability to lead faculty and staff through integrated programs and services focused on student success and have an established pattern of welcoming and fully supporting students from recruitment through graduation and beyond.

The next Chancellor will have a deep-rooted connection with Alaska, its lands, and its people with a thorough understanding and appreciation of Alaska Native cultures.

An individual who creates a culture of equity and inclusion by embracing our diversity:

The next Chancellor will have a demonstrated commitment and skill set to elevate diversity, equity, and inclusion, and to creating a welcoming environment where all individuals, particularly those from underrepresented groups, feel safe, valued, and empowered.

The next Chancellor will be a fair and inclusive leader who is nimble intellectually and politically and possesses a deep understanding of and respect for UAA's commitment to shared governance and appreciation for the role of Faculty Senate, Staff Council, and student-leadership organizations. The next Chancellor should also appreciate the role of our unions and the collective bargaining process.

An individual who embraces our role as a trusted and respected community partner.

The next Chancellor will be an astute advocate, able to build consensus and foster collaborative relationships in all UAA campus communities, as well as across the University of Alaska System, including the leadership of the other UA System universities in Juneau and Fairbanks. This individual will readily communicate the benefits of UAA and the University of Alaska System to all Alaskans.

The next Chancellor will help develop a culture of philanthropy among parents, alumni, faculty, staff, partner organizations, the local and regional communities, and other external stakeholders to secure new sources of financial support.

An individual who seeks to impact communities and the world positively:

The next Chancellor will be an individual with strong interpersonal skills who can build consensus among the university's diverse group of stakeholders, cultivate a positive shared vision and strategic plan, and galvanize Alaskans to support and achieve UAA's goals.

The next Chancellor will understand the role of higher education in support of workforce and economic development and have the ability to build and maintain mutually beneficial strategic partnerships with business, healthcare, military, and other sectors.

An individual who accelerates excellence through continuous improvement:

The next Chancellor will have the ability to drive the financial strategy of UAA to ensure adequate resources and the acceleration of strategic initiatives to maintain UAA's positive trajectory in student success and enhance its tradition of excellence in teaching, research, community engagement, and athletics.

How to Apply

UAA encourages applications from candidates who have a strong record of scholarship and teaching with successful executive-level administrative experience in higher education. UAA also facilitates applications from exceptional candidates with nontraditional backgrounds who have demonstrated significant successes in business, industry, nonprofit, state, or government that are relevant in the higher education setting.

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae, a letter of interest describing relevant experience and interest in the position, and a list of three professional references. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address, and telephone number of the nominee. All nominations and applications will be managed with confidence.

For best consideration, please submit materials by March 24, 2021.



Notice of Nondiscrimination (BOR Policy & Regulation 01.02.020)

The University of Alaska does not discriminate on the basis of race, religion, color, national origin, citizenship, age, sex, physical or mental disability, status as a protected veteran, marital status, changes in marital status, pregnancy, childbirth or related medical conditions, parenthood, sexual orientation, gender identity, political affiliation or belief, genetic information, or other legally protected status.

When implementing this commitment, the University is guided by Title VI and VII of the Civil Rights Act of 1964 and Civil Rights Act of 1991; Title IX of the Education Amendments of 1972; Executive Order 11246, and Executive Order 11375, as amended; Equal Pay Act of 1963; Age Discrimination in Employment Act of 1967 and Age Discrimination Act of 1975; Vietnam Era Veterans Readjustment Assistance Act of 1974; Americans with Disabilities Act (ADA) of 1990; the Americans with Disabilities Act Amendments Act of 2008; Genetic Information Nondiscrimination Act of 2008; Pregnancy Discrimination Act; Immigration Reform & Control Act; Vocational Rehabilitation Act of 1973 and other federal laws or Alaska Statutes which guarantee equal opportunity to individuals and protected classes within our society.

The University's commitment to nondiscrimination, including against sex discrimination, applies to students, employees, and applicants for admission and employment.

This policy therefore affects employment policies and actions, as well as the delivery of educational services at all levels and facilities of the University. Further, the University's objective of ensuring equal opportunity will be met by taking affirmative action: i.e., making intensified, goal-oriented efforts to substantially increase the participation of groups where their representation is less than proportionate to their availability; providing reasonable accommodations to employees and students with disabilities; and ensuring that employment opportunities are widely disseminated to agencies and organizations that serve underrepresented protected classes.

The following person has been designated to handle inquiries regarding the nondiscrimination policies:

University of Alaska Anchorage
Director, Office of Equity and Compliance
3890 University Lake Drive, Suite 102
Anchorage, AK 99508
Phone: 907-786-0818
E-mail: uaa_titleix@alaska.edu
Website: <https://www.uaa.alaska.edu/about/equity-and-compliance/>

University of Alaska Fairbanks
Director, ADA/504 Coordinator, Department of Equity and Compliance
355 Duckering Building, 1760 Tanana Loop
PO Box 756910
Fairbanks, AK 99775-6910
Phone: 907-474-7300
E-mail: uaf-deo@alaska.edu
Website: <https://www.uaf.edu/equity>

University of Alaska Southeast
UAS Title IX Coordinator
11066 Auke Lake Way,
Juneau, AK 99801
Phone: 907-796-6371
E-Mail: uas.titleix@alaska.edu
<http://www.uas.alaska.edu/titleix>

For sex discrimination claims or other inquiries concerning the application of Title IX of the Education Amendments of 1972 and its implementing regulations, individuals may contact the University's Title IX Coordinator or the Assistant Secretary in the U.S. Department of Education Office of Civil Rights, or both:

Office for Civil Rights, Seattle Office
U.S. Department of Education
915 Second Ave., Room 3310
Seattle, WA 98174-1099
Phone: 206-607-1600
TDD: 800-877-8339
E-mail: OCR.Seattle@ed.gov
Website: <http://www2.ed.gov/about/offices/list/ocr/docs/howto.html>

UA's grievance procedures and grievance process under Title IX, including how to report or file a formal complaint of sex discrimination, how to report or file a formal complaint of sexual harassment, and how UA will respond are located in UA Board of Regents' Policy and Regulation Chapter 01.04. This chapter defines prohibited behavior and details the administrative grievance procedures and grievance process for inquiries, investigations, hearings, and appeals which apply when prohibited behavior is alleged to have occurred.

Contact information, applicable laws, and complaint procedures are included on UA's statement of nondiscrimination available at www.alaska.edu/nondiscrimination.